

# WISCONSIN EMERGENCY MANAGEMENT



## TABLETOP EXERCISE SCENARIOS

**Volume 1**

## Purpose

The intent of this document is to collect various tabletop exercise scenarios to aid as a planning resource in the development of local tabletop exercises. The presented scenarios are intended to be frameworks or a source of ideas which can be shaped, expanded or altered to meet the specific risk management needs of the exercise planner. Scenarios differ in format, completeness, scope and message style depending upon available information.

Users are highly encouraged to contact Cregg Reuter, Exercise Training Officer ([cregg.reuter@dma.state.wi.us](mailto:cregg.reuter@dma.state.wi.us)) at Wisconsin Emergency Management to submit additional scenarios.

## Overview of a Tabletop Exercise

A tabletop exercise is a low cost/low stress activity in which elected, appointed and/or other key officials assigned emergency management roles and responsibilities are gathered to discuss, in a non-threatening environment, various simulated emergency situations. The tabletop exercise is designed to train and familiarize personnel with their roles and responsibilities within the organizational emergency response plan and the overall emergency management system.

The Tabletop Exercise introduces a **series** of situations or messages, which demands task requirements or responses from various departments or agencies. Participants, upon being presented with situations or messages will discuss the actions they would normally take based upon the presented information.

The tabletop exercise is informal and should be conducted in a non-threatening environment. It is designed to induce low-level stress for participants, paying little attention to the “real time” of the exercise situation. Players will have an on-going discussion on actions and/or decisions, and will have the luxury of an extended consultation among themselves prior to receiving the next exercise “situation.”

## General Instructions for Conducting Tabletop Exercises

The purpose of a tabletop exercise is to encourage discussion between the individuals and to develop recognition of coordination and planning requirements. This can only be accomplished if group discussion takes place freely and without embarrassment to any individual or service.

Someone who is knowledgeable of emergencies but who is not an exercise “player” should facilitate the exercise. Ideally, this would be the emergency management director or an instructor who has the responsibility and knowledge of emergency functions and resources available in your community.

Participants at the exercise should (at least) include representatives of fire, police, sheriff, ambulance, public works, elected officials, public information and emergency management.

## Effective Tabletop Exercises

The following are guidelines that will make your tabletop exercise more effective:

1. The exercise should be held in a room with a conference table, or with the seating arranged in a manner in which the participants are able to see all other participants.
  2. Having coffee/soda available for the participants helps promote a relaxed atmosphere.
  3. Provide a large detailed map of the exercise area so that all participants can visualize the area involved.
  4. A recorder (not an exercise “player”) should write down exercise responses and note the major issues/problems.
  5. Plan on at least one hour, preferably three for the exercise. If the exercise fails to become productive within the first hour, it’s best to discontinue and discuss the possible reasons why this has occurred.
  6. After the exercise-all participants should be asked to complete an evaluation of the exercise, and make suggestions and comments with regard to emergency operations plan revisions.
  7. There may be a need to schedule future meetings to revise the plan shortly after this tabletop exercise, while thoughts are still fresh in everyone’s mind.
- Additional tabletop  
Exercises may be needed to evaluate the revisions/accomplish local goals of this exercise.

## Homeland Security Exercise Evaluation Program (HSEEP)

Recently the U. S. Department of Homeland Security produced a series of three volumes aimed at assisting emergency managers and emergency services in the design, conduct and evaluation of exercises (**H**omeland **S**ecurity **E**xercise **E**valuation **P**rogram). In the final two pages of this packet, you are provided an Tabletop Participant Feedback Form extract from HSEEP Volume II.

## Master List of Exercise Objectives

This list serves as a range of possible exercise objectives and should not be interpreted as meaning that every listed objective must be included in every exercise. You should select only those objectives that are related to the scope of your specific scenario.

### 1. ALERT NOTIFICATION

- To demonstrate the ability to alert, mobilize, and activate the personnel, facilities, and systems required for emergence response, and provide for subsequent shift change staffing to maintain 24-hour operations.

### 2. COMMUNICATIONS

- To determine the ability to establish and maintain communications essential to support response to an incident/accident.
- To demonstrate the ability to establish, use, maintain, and manage communications essential to support emergency or disaster response and recovery.

### 3. COORDINATION & CONTROL

- To determine the effectiveness of mutual aid plans and the coordination among jurisdictions or organizations if responding to a major emergency.
- To determine the effectiveness of procedures for requesting resources from a higher level of government.
- To determine the level of cooperation and coordination between agencies, departments, and organizations of the jurisdiction in responding to problems associated with a major emergency or disaster.
- To determine the ability of EOC personnel to assess events, make decisions on corrective action measures, and direct field personnel on procedures to remedy problems.
- To determine the level of knowledge that EOC personnel possess regarding plan familiarity, emergency operations, and decision-making.
- To determine the capabilities of the jurisdiction to effectively utilize support agencies when local forces are fully committed or incapable of providing a needed service.
- To determine the adequacy of facilities, equipment, displays, and other materials to support emergency operations.
- To determine the ability to direct, coordinate, and control emergency response activities through operations of an Incident Command System (ICS).
- To demonstrate the capability to direct, coordinate, and control emergency response and recovery operations.
- To demonstrate the adequacy of facilities, equipment, displays, and associated materials to support direction and control of emergency operations.

## Master List of Objectives (continued)

### 4. EMERGENCY PUBLIC INFORMATION

- To determine the capability of the emergency public information system to provide official information and instruction to diverse populations in order to facilitate timely and appropriate public response during a major emergency or disaster.
- To demonstrate the capability to coordinate the formulation and dissemination of clear, accurate, and consistent information to the public and news media, and to control the spread of rumors that could impact on the public safety.

### 5. DAMAGE ASSESSMENT

- To demonstrate the ability to organize and conduct damage assessment after a major emergency or disaster, and implement follow-up procedures to facilitate response and recovery.

### 6. HEALTH & MEDICAL

- To determine the ability to protect emergency responder health and safety.
- To determine the ability to implement appropriate measures for containment, recovery, and clean up of a release of a hazardous material.
- To determine the adequacy of personnel, procedures, equipment, and vehicles for transporting injured individuals, and the adequacy of medical personnel and facilities to support the operation.
- To demonstrate the capability to mobilize and employ health and medical resources and mitigate public health problems during a major emergency or mass disaster situation.
- To demonstrate the capability to take actions required for initial assessment and response to an identified radiological emergency.
- To demonstrate the capability to identify and mobilize resources and organize the delivery of crisis assistance and other human services in response to a major emergency or disaster.

### 7. INDIVIDUAL/FAMILY ASSISTANCE

- To determine the adequacy of the evacuation plan for the jurisdiction and the ability of officials to effectively coordinate an evacuation.
- To determine the adequacy of procedures for establishing and operation emergency shelters for evacuees.
- To determine the adequacy of procedures for ensuring the safety and health of persons at emergency shelters.
- To demonstrate the capability to make decisions for population protection and the adequacy of procedures and capabilities to implement those decisions under emergency or disaster conditions.
- To demonstrate the capability and procedures to provide facilities and operating resources for the reception, registration, and congregate care of persons displaced from their homes or lodgings by an emergency or disaster.

## Master List of Objectives (continued)

### 8. PUBLIC SAFETY

- To determine the effectiveness of search and rescue procedures during a major emergency or disaster.
- To determine the capabilities of the fire/rescue department to effectively perform fire fighting, rescue, hazardous materials containment, and similar hazard abatement duties during a major emergency or disaster.
- To determine the adequacy of procedures for limiting access to hazardous/evacuated areas and key governmental facilities and to provide security for the same.
- To determine the adequacy of the re-entry decision process following an evacuation.
- To determine the organizational ability and resources necessary to implement site security and to control traffic flow.
- To determine the ability to identify the hazardous material(s) involved in an incident/accident and to assess the hazards associated with the material involved during both the emergency and post-emergency phases.
- To demonstrate the capabilities of fire/rescue agencies to effectively respond to firefighting, rescue, and hazardous materials threats which occur during a major emergency or disaster.
- To demonstrate the capability to organize and direct urban search and rescue activities, develop priorities for urban search and rescue support, and manage the mission assignment of Federal urban search and rescue forces in response to a catastrophic disaster.
- To demonstrate the capability to maintain law and order, provide evacuation traffic direction and flow control, and provide security and access control at shelters, vital facilities, and evacuated areas.

### 9. PUBLIC WORKS

- To determine the adequacy of procedures for providing to field forces such support services as food and refreshments, apparatus and equipment maintenance, sanitary facilities, and medical care.
- To determine the adequacy of procedures for restoring and repairing essential services and vital facilities during a major emergency or disaster.
- To demonstrate the capability to organize and provide emergency repair and restoration of public works, public utilities, and other critical facilities; debris clearance; and other emergency protective measures in response to a major emergency or disaster.

## Master List of Objectives (continued)

### 10. RESOURCE MANAGEMENT

- To determine the thoroughness, usefulness, understandability, and accuracy of the emergency operations plan and other key references.
- To determine the effectiveness of procedures for deployment of emergency personnel and equipment during a major emergency or disaster.
- To determine adequacy of procedures for replacement of fatigued personnel during an emergency or disaster.
- To determine if a system has been developed for recruiting, training, and using volunteers during a major emergency or disaster.
- To determine the capabilities of agencies, departments, and organizations of the jurisdiction to effectively handle emergencies involving any natural, technological, or man-made hazard.
- To determine the ability of public officials to conduct their duties in accordance with standard operating procedures (SOP's), the emergency operations plan (EOP), and state statutes.
- To demonstrate the ability to locate, mobilize, and manage (including allocation and prioritization) personnel, equipment, supplies, facilities, and services under emergency or disaster conditions.

### 11. WARNING

- To demonstrate the capability to promptly alert and notify the public of imminent disaster or hazardous conditions and to disseminate instructional messages to the public on the basis of authority from, or decisions by, appropriate State and local officials.

### 12. EFFECTIVENESS OF WARNING

- To determine the adequacy of equipment and procedures for alerting and warning the population in the event of a major emergency or disaster.

### 13. OTHER NON-EMERS OBJECTIVES

- To determine if officials have coordinated utility disaster plans with the local emergency operations plan.
- To determine the capabilities of the jurisdiction to handle routine/normal incidents in addition to responding to events associated with a major emergency or disaster.
- To determine the ability to document response to an incident/accident.

**NOTE:** It is recommended that no more than 6 – 8 or so objectives are chosen for any one exercise.

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## Airplane Crash

A 707 aircraft takes off from \_\_\_\_\_ Airport during a thunderstorm. As it is climbing, it encounters a wind shear condition at an altitude of 250 feet.

Within seconds, the plane slams into a commercial/residential area three quarters of a mile south of the airport. Upon impact, the plane is torn apart and leaking jet fuel ignites. Dozens of stores, warehouses, and single-family homes are destroyed over a three-block area. There are numerous injuries and fatalities among passengers and people on the ground.

Fire/rescue units from the city and \_\_\_\_\_ Airport respond to the scene. They encounter a situation that will require their full resources and capabilities. Additional fire/rescue and police units are requested, as well as the fire mobile command post. On-lookers and media personnel have arrived and are standing too close to the hazardous area as well as interfering with incident response operations.

### Questions

1. Where are additional response resources available?
2. How will you coordinate the services of many agencies and jurisdictions that will respond?
3. How will you deal with the crowds and the media?
4. How will you warn the public to stay away from the crash site?
5. How will you obtain the heavy equipment to assist with the clearing of roadway debris and rescue operations?
6. How will the victims be treated and transported to hospitals?
7. Where will the deceased be taken?
8. Who and what agencies will disseminate official information to the public?
9. What arrangements and agencies will be involved for dealing with relatives of the victims?

## Blizzard Emergency

It is the morning of January 26, a cloudy day with a temperature reading of 28 degrees Fahrenheit. By noon, snow begins to fall and winds begin to increase. By 3:00 p.m., five inches of snow have fallen and forecasters are calling for snow to continue throughout the afternoon and evening.

As offices close down early, traffic jams form throughout the city. By 6:00 p.m., snowfall has reached 12 inches and many vehicles are getting stuck in drifting snow.

By 10:00 p.m., accumulations have reached 18 inches and temperatures have fallen to 21 degrees Fahrenheit. Hundreds of vehicles are abandoned in high drifts and people are forced to walk to shelters or remain in their vehicles.

The interstate highway that runs through town is also full of stranded motorists who are unfamiliar with the area. People who leave their vehicles run the risk of becoming disoriented and lost, while those who remain in their vehicles run the risk of freezing or being poisoned by carbon monoxide from their vehicles' exhausts.

The overnight forecast calls for temperatures to dip into the teens with continued blowing snow.

### Questions

1. What actions should the city have taken early in the afternoon in order to reduce the number of motorists becoming stuck?
2. What actions can be taken to rescue stranded motorists?
3. What arrangements can be made to provide shelter for motorists who have abandoned their vehicles?
4. How will emergency information concerning the storm and survival techniques be disseminated?
5. What procedures will be implemented to facilitate the delivery of emergency services such as medical treatment, firefighting, and law enforcement?

## Flash Flood-Public Information

You have just learned that the National Weather Service has issued a flash-flood warning for the portion of the \_\_\_\_\_ river that runs through your county. The vulnerable area is primarily residential but also includes a recreational picnic area alongside the river and one public school.

At this time, there is no flooding. However, the school day is almost over and you decide to evacuate the one-floor school. You must also disseminate the flood warning messages to the community.

### Issues

1. What technologies could you use to distribute the evacuation order and warning?
2. Within this specific situation, you have a variety of messages to communicate to different audiences. Draft your message and identify what method you would use to send each message:
  - School occupants must evacuate
  - Area residents should heed the warning and evacuate
  - Motorists should avoid the area
  - Park patrons should evacuate
  - Parents must be informed that their children have been evacuated

## Flood

It has been raining heavily for two days in the town of \_\_\_\_\_. Six inches of rain have caused small stream flooding, with moderate damage to local roads, parks, and structures in low-lying areas.

The \_\_\_\_\_ River is running three feet above normal and is rising.

The forecast calls for continued showers and thunderstorms for the next three days. If such heavy rainfall occurs, severe flooding should be expected for the \_\_\_\_\_ downtown business district and homes along the \_\_\_\_\_ River.

Small stream flooding will affect the nearby downstream towns of \_\_\_\_\_ and \_\_\_\_\_.

## Problems

1. If the flooding appears imminent, how will the evacuation order be disseminated?
2. How will the evacuation actually occur?
3. If people do not evacuate in time and become stranded, how will you go about rescuing them?
4. Where will evacuation shelters be set up? Who will operate them?
5. Where are supplies of sandbags located?
6. Who will coordinate the services of volunteers during sandbagging operations?
7. When the floodwaters recede, what recovery phase operations will be conducted? Who will be involved?

## Hazardous Material Accident-Ammonia Leak from Train Car

Monday, June 1-4:00 p.m.

The Soo Line/Canadian Pacific Railway is crossing \_\_\_\_\_ Street in downtown \_\_\_\_\_. The freight train is traveling in a southwest direction and is slowing its rate of speed as it nears the rail switch near the downtown area. This city has a large usage of rail traffic with both freight and passenger trains entering the city daily.

The weather is beautiful today; temperatures are near 58 degrees with light winds (5mph) from the west. The train engineer had a warning displayed on the engine control panel that the train has lost an air supply; this causes the train to proceed to an emergency stop. The conductor retrieves the compressed load bill and proceeds to investigate the problem.

### Phase 1

The conductor exits the train. He quickly identifies a derailment of numerous cars. He identifies a strong odor that resembles ammonia. Without delay, he notifies the engineer of a four-car derailment with hazardous chemical release and activates the railroad emergency response plan. The engineer notifies the chief railroad dispatcher and the local emergency response teams are notified.

### Phase 2

The first responding unit reports a large white cloud over the area. The tank car releasing the chemical has been identified as placard #1005. This car is near the railroad depot. Another one of the derailed boxcars contained a load of sand, which has spilled across the roadway at \_\_\_\_\_ and \_\_\_\_\_ blocking access to the area.

### Phase 3

Many additional resources are required to handle a situation of this magnitude. The daycare center on Superior Street has called the police department inquiring about the emergency. They are reporting a strong odor at their location. Many of the children are coughing and have complaints of eye irritation. Road blockage from the sand spill is causing a large backup of traffic off state Hwy \_\_\_\_\_.

### Phase 4

The downtown businesses are concerned about the economic impact of this incident. The hospitals and clinics are receiving many calls and visits from patients complaining of throat irritation, shortness of breath and chest pain. The media would like to obtain information on this incident.

## Hazardous Material Accident-Ammonia Leak from Fixed Facility

Wednesday, October 20-7:00 a.m.

A pleasant morning in \_\_\_\_\_ County. The temperature is in the mid forties under partly cloudy skies; with a steady wind from the northeast at 15 mph. On County Trunk Road \_\_\_\_, a teacher is driving east to \_\_\_\_\_ High School when she suddenly swerves the car to avoid hitting a dog. The car leaves the roadway and ruptures a filler pipe on an anhydrous ammonia storage tank at the \_\_\_\_\_ Co-op. The car also knocks down a telephone pole, causing a live wire to “dance” around the teacher’s disabled car.

### Phase 1

The accident is witnessed by two people: the driver of a car following approximately 500 feet back and a Co-op employee in the office 150 feet north of the impact. Within minutes the roadway is covered with a thick cloud causing a backup of traffic and a minor collision involving a van and school bus with 25 children on board.

The driver of the car remains unconscious and is upwind and out of immediate danger. Three co-op workers run towards the car to assist the driver, but panic when they see the live wire and leave the scene to report the accident to 911.

### Phase 2

A dispatched sheriff’s department patrol car approaches the scene from the north and notes a strong smell of ammonia. A visual assessment of the scene reveals an unconscious adult in a car near the coop; an unconscious adult in a van on the highway and a disabled school bus loaded with young children.

Two individuals who have left their car to help the school bus are overcome by ammonia fumes and are lying on the ground. The school bus driver has noticed a “cloud” heading towards the bus and begins to panic, which in turn has caused the children to panic and start to leave the bus by the exit door.

## Hazardous Material Accident-Facility Sulfur Dioxide Leak

Friday, December 18-1:00 p.m.

A chilly December afternoon in the City of \_\_\_\_\_. The temperature is in the upper thirties under overcast skies; a very slight breeze is wafting out of the west (270 degrees) at 5-10 mph.

At the \_\_\_\_\_ facility, a forklift unloading two 1-ton cylinders of Sulfur Dioxide tips, drops one of the cylinders, cracking its valve. 2000 pounds of Sulfur Dioxide is released into the atmosphere at a rate of 50 pounds per minute.

### Phase 1

Responding units have been able to close the leak. A search of the dock area reveals 2 fatalities and four seriously injured workers. A number of foundry employees are unaccounted for. Reports of 5 additional injuries are coming in from businesses and facilities in the path of the release cloud.

### Phase 2

At least 25 residents and workers from the surrounding area have shown up at the hospital complaining of respiratory problems, and burning in their eyes and nasal passages. Some have burns around their eyes and mouth. There is a strong smell of sulfur in the hospital, probably from the walk-in victims.

Word of the accident has spread throughout the county. Calls are coming into the police and fire departments. Visitors and the media are crowding the hospital and upwind perimeter of the scene; both groups are growing increasingly concerned and demanding.

Hazardous Material Accident-Motor Vehicle Accident with Spill  
(Available at WEM)

9:00 am-Friday April 30, 2004

A 911 call is received in the City of Delavan Dispatch Center, reporting a car accident involving two vehicles on State Highway 50 at I-43. The caller states that a semi-truck and a car have crashed and that some kind of liquid is dripping from the truck. The caller also states that both drivers appear injured.

It is a sunny day with winds from the southwest at 10 mph, with a temperature of 59F degrees.

Messages

#1-Police to 911

This is squad 43. I'm at the intersection of Hwy 50 and I-43 (southbound off the ramp). There has been an accident between a car and a semi truck with tank trailer. There are 2 adults injured. There is a unknown liquid leaking from the tank. Send Fire, Hazmat and EMS.

#2-Police to 911

This is squad 43. Traffic is backing up at Hwy 50 and I-43. I have numerous bystanders are gathering around the accident site. I need additional officers.

#3-Police to EOC

This is squad 43. Fire has not yet arrived. How far out from the accident should we establish the perimeter?

#4-Fire to EOC

We have a liquid product flowing towards the storm drain on Hwy 50. We estimate approximately 2000 gallons of gasoline have leaked from a 9000 gallon tank.

#5-Fire to EOC

We have two injured adults who are soaked in gasoline.

#6-Police to EOC

This is squad 43. We have a media van at the perimeter who wants to do an interview. Where should I send them?



### Hazardous Material Accident-Truck Crash w/ Biological Agent Exposure

On a warm, cloudy Tuesday afternoon, an accident occurs at the intersection of \_\_\_\_ Ave and \_\_\_\_ drive in the town of \_\_\_\_\_. A van carrying an experimental virus from a research facility to the airport crashes while making a turn.

Containers with Etiologic Agent labels have broken and have released the potentially deadly, airborne infectant. The van's driver is unconscious and helpful citizens are working to free him from his van. They and curious onlookers are unknowingly being exposed and contaminated.

When firefighters arrive on scene, they find the shipping papers and call the research lab to obtain hazard information. The call confirms that the virus is very dangerous and that people must avoid contact with it. The lab suggests evacuating the area downwind, an area consisting of several high-rise buildings, restaurants, stores, and other commercial occupancies. Persons exposed to the virus must receive medical treatment and decontamination.

## Hazardous Material Accident-Truck Crash w/Potassium Phosphide Leak

Thursday, April 23-2:00 p.m.

It is a pleasant afternoon in the Village of Butler. The temperature is in the upper sixties under partly cloudy skies; a very slight breeze is wafting out of the north at 1-2 knots. A tanker carrying Potassium Phosphide is traveling southbound on 124<sup>th</sup> Street. As the truck approaches the intersection at Custer Street, a passenger van rolls through the stop sign on to 124<sup>th</sup> Street into the tanker's path. To avoid a collision, the tanker makes a hard left, careening off the van, losing control, and rolls over onto its side on the northwest side of the intersection. The van is tossed to its side and spins to a stop in the middle of the 124<sup>th</sup> Street.

### Phase 1

As the Butler fire trucks roll to a stop at the scene of the crash, they note that the tanker is on its side, and is near the riverbank. A live wire dangling from the power pole is dancing near the wreckage. A visual assessment of the van reveals six occupants. There is little movement in the van or the truck, which contains only the driver.

### Phase 2

The casualties have been removed from both vehicles. The van's driver is declared dead at the scene; the five passengers (three adults and two children ages 8 and 10 years old) are found to be developmentally disabled. Two of the adults are unconscious; the other adult, who is secured to a wheelchair, is delirious and having extreme difficulty communicating. All of them are in need of immediate hospitalization, as is the tanker driver.

### Phase 3

Word of the accident has spread throughout the village. Calls are coming into the police and fire departments. Visitors and the media are crowding the village hall and the perimeter of the crash scene; both groups are growing increasingly concerned and demanding.

### Hazardous Material Accident- Truck Crash w/Uknown Liquid

On a warm, clear morning in early May, a tank truck swerves to avoid a car that is entering Interstate \_\_\_\_ from an entrance ramp on \_\_\_\_ Blvd.

The truck collides with two cars in another lane, causing the truck to roll on its side and the two cars to overturn. The drivers of the cars are trapped and the truck driver is unconscious. Motorists have stopped to attempt rescue but are unsuccessful. The fully loaded tank truck is leaking, and a puddle of the spilled liquid is forming on the road surface. People near the wrecked vehicles are unintentionally walking through the spilled liquid. A stopped motorist with a cell phone reports the accident.

When the first police officer arrives on the scene, she finds 16 people complaining of burning eyes, runny noses, sore throats, breathing difficulties and burning sensations on the bottoms of their feet. These injuries, in combination with the accident victims, have created a confusing and difficult situation.

The police officer reports her observations to the Emergency Communications Center and requests additional fire/rescue and police units be dispatched. Neither the police office nor any of the citizens have noticed the corrosive liquid placard displayed on the truck. Meanwhile, the spilled liquid has begun to flow down the shoulder of the highway towards \_\_\_\_ Creek.

Single-family homes to the southwest, a golf course to the southeast, and wooded areas to the northeast and northwest surround the accident scene. Light winds are coming from the southwest at 2 mph. The first arriving fire/rescue personnel are greeted by the police officer, which is experiencing symptoms similar to those of others who have been at the scene for a while.

## Hazardous Material Accident- Truck Explosion w/Pesticide and Secondary Explosion

### Phase One

It is sunny June Friday afternoon in Madison. The wind is from the northeast at 15 mph with temperatures in the high 80's. At the intersection of East Washington and Hwy 51, a large truck carrying pesticide runs a red light, is broadsided by an SUV and both vehicles burst into flame. The driver of the pesticide truck is killed while the injured driver of the SUV is pulled to safety from his burning vehicle. Cell phones at the scene contact 911 and fire rescue is dispatched. Meanwhile, the two burning vehicles have blocked traffic in all directions and smoke from the fire is starting to drift towards a residential area and elementary school downwind of the intersection. Fire rescue and police have arrived on the scene, but are having difficulties getting close enough to the accident due to the blockage of vehicles and bystanders. Several bystanders near the smoke are complaining of burning eyes and lungs.

### Questions

1. Which agency will assume Incident Command?
2. What are the priorities at this phase of the response?
3. What additional response resources should be requested?
4. What needs to be done about the bystanders & people staying in their cars in and around the blocked intersection?
5. What should be done about the residents and school children downwind of the smoke plume?

### Phase Two

Firefighters have finally been able to deploy and are starting to extinguish the fire, when the pesticide truck explodes. The explosion kills 14 people (6 firefighters, 3 police officers and 5 civilians), wounds (blast & burns) 10 (1 firefighter, 2 EMS and 7 civilians) and ignites 7 car fires close to the explosion. The blast blows out windows in a 500-foot radius and damages water lines below the intersection. The explosion and a radio report of the explosion has drawn parents of the downwind elementary school students, and bystanders to the area, adding to the overcrowded road situation. This movement of people into the area results in several car accidents and is starting to interfere with emergency vehicle access to the site.

### Questions

1. Who is in charge of the incident at this point?
2. What are response priorities?
3. Are response resources adequate? If not, where will additional resources be obtained?
4. What and who should be involved in the ICS?
5. What role will public information play in the response?

## Ice Storm-Massive Casualties

Friday January 10-11:30 p.m.

The city of \_\_\_\_\_ and a large part of the surrounding county are 5 hours into a major ice storm. Ice is continuing to build on the roads and utility lines. The ice is making driving very hazardous and has caused several roads to become impassable.

Ice accumulations have stopped transit service in the city. Police, fire and EMS are having trouble responding to calls due to icy roads.

Interstate 45 is a 4-lane highway, which runs west through the city of \_\_\_\_\_. You have just received information of a major accident on Hwy 45 involving approximately 45 cars. Early reports have numerous injuries. The city hospital is approximately 2 miles away. You are told to expect approximately 100 patients from the scene.

Public Health-Monkey Pox  
(Milwaukee County Exercise-November 2003)

August 18<sup>th</sup>

(10:00 a.m.) Two staff members from the Oak Creek Parks, Recreation and Forestry Department were mowing the lawn at Haas Park (4400 Block of Elm Road). During the mowing, the crew surprise a squirrel, which charged both staff, biting one on the arm, then jumped to the other and bit him on the leg. The squirrel was hit by a shovel and stunned. Oak Creek Police Department (OCPD) were notified and transport the squirrel for euthanization at a nearby animal hospital. Oak Creek Public Health (OCPH) is notified of the incident.

(1:00 p.m.) Both staff members bitten by the squirrel were seen by their health care provider and Tetanus vaccine was updated.

August 19<sup>th</sup>

(9:00 a.m.) Squirrel is picked up from the animal hospital by OCPH and sent to the WI Lab of Hygiene for rabies testing.

August 21<sup>st</sup>

(10:00 a.m.) OCPH notified of negative results for rabies. Bitten staff and their health care provider notified of negative results.

(5:00 p.m.) OCPD receives a call from a citizen living in the 4200 block of Studio Lane who has trapped a skunk, which is behaving oddly (foaming at the mouth, making loud noises and throwing itself violently against the cage). Milwaukee Area Domestic Animal Control (MADAC) notified and will pick up animal.

August 22<sup>st</sup>

(10:10 a.m.) MADAC contacts OCHD to report that the skunk died while in an observation area. They are preparing the skunk to send to the state lab for rabies testing. Requested OCHD pick up the skunk head for shipping.

(11:20 a.m.) OCHD staff member is at MADAC to package the skunk and mail it from the West Milwaukee post office.

(3:30 p.m.) OCPD receives a call from an Oak Creek resident living in 10700 block of 2<sup>nd</sup> Ave., regarding chipmunks in the yard acting strange (running into the side of the house and forming at the mouth, making loud crying noises).

Public Health-Monkey Pox (continued)  
(Milwaukee County Exercise-November 2003)

September 2<sup>nd</sup>

(9:00 a.m.) OCHD is contacted and informed that the two staff members who had been bitten by the squirrel are out sick. OCHD calls the staff members at home to determine symptoms. Both staff complain of a pus-filled area at the site of the bite, a generalized rash, fever, chills, swollen lymph and a cough.

(1:00 p.m.) Call from the streets department to OCPD regarding several chipmunks, squirrels, skunks and possums lying dead along Elm Rd near South Chicago Road. They are also noted on several other streets throughout the Barton Oaks Subdivision. OCPD advised contact to OCHD for instructions. OCHD informed streets division to double bag animals and store them at streets department for potential further testing.

September 4<sup>th</sup>

(9:00 a.m.) OCPH received call from the animal hospital that had euthanized the squirrel on August 18<sup>th</sup>. They report that three veterinary staff are ill with similar symptoms of the streets-mowing staff.

(3:00 p.m.) OCPH received call from MADAC. They report that two staff are ill with similar symptoms of the streets-mowing staff.

(3:30 p.m.) OCPH received call from Chicago Road Veterinary Clinic regarding ill dog. Owner is the citizen who had trapped ill skunk. Dog has a rash all over body, drainage from mouth and difficulty breathing. Vet also states owner's spouse is also ill with rash, fever, chills and cough.

September 5<sup>th</sup>

(11:00 a.m.) OCHD received call from East Middle School. Health Aide reports seeing two children (not from same family) suffering with rash, fever, chills, and cough. Both children live in the Barton Oaks subdivision.

(12:30 p.m.) OCHD received call from Meadowview Elementary. Health Aide saw three children (2 sisters from same household) with rash, fever and cough. (All children live in Barton Oaks).

Public Health-Monkey Pox (continued)  
(Milwaukee County Exercise-November 2003)

September 8<sup>th</sup>

(9:00 a.m.) OCHD received call from Oak Creek Fire Department. They report receiving several calls from Oak Creek residents who are concerned about dead squirrels, birds, chipmunks and field mice in their yards.

Questions

1. When does the investigation go from being a route rabies investigation to something quite different?
2. Would you still suspect rabies after August 22<sup>nd</sup>? After September 2<sup>nd</sup>?
3. What information would be given to the public about the dead and ill animals?
4. When should other local health providers be notified?
5. Who should be interviewing residents that have complaints?
6. Monkey pox was suspected as the cause of the “outbreak” in both animals and humans on September 4-5. The health officer orders in-home quarantine for all pets and those people either bitten by an ill animal or those exhibiting symptoms of monkey pox. Two of those with quarantine orders refuse to obey them. What is the role of the police department?
7. The state plans to offer a small clinic for all contacts of infected persons. They predict that most of the students and their families at Meadowview, East Middle, and Senior High Schools are contacts. Where would the clinic be held? How would it be staffed? What role would health, police, fire, and streets have in this clinic? Would school remain open?
8. Is there a need for the Emergency Operations Center to be activated or will a unified Incident Command Structure be sufficient? Why or why not?
9. As the scenario unfolds, how would the news releases change?



Terrorist-Anhydrous Ammonia Pipeline Explosion  
(Milwaukee County Exercise-November 20, 2003)

Phase One

It is November 20, 2004. Today's high temperature is expected to be 27 degrees with snow. Snow accumulation is estimated to be between 6-8" by tomorrow morning. Wind direction is from the west (270 degrees) at 15 mph with occasional gusts from the NW (330 degrees).

At 8:10 a.m. a call is received at the 911 center stating that an explosion was heard from the direction of the Patrick Cudahy Plant. At 8:13 a.m. another call is received at the 911 center from the Patrick Cudahy Plant confirming that there has been an explosion at one of the pipelines that carry anhydrous ammonia outside of the plant. Plant personnel believe that the ammonia is current being released into the atmosphere. The plant staff is unclear if there have been any fatalities, but there are at least 20 injured employees in and around the site of the explosion.

At 8:30, an animal rights/anti-meat groups call the local radio station to claim responsibility for the explosion. The caller claimed that they used C-4 to blow up the anhydrous ammonia pipeline and said that unless the slaughter of defenseless animals stop, another animal processor in the county will be targeted soon.

Phase One-Issues

1. State has called wanting info
2. FBI is sending agent to field & EOC
3. Debris (evidence) has scattered up to 100' radius from the tank.
4. Fatalities/Injuries-7 dead/61 injured
5. How to manage communications with hospitals
6. Registration lists at shelters (families calling for info)
7. Airport concerned if this will have any impact upon passenger traffic
8. Will there be a JPIC
9. Donations
10. Volunteer management and application
11. Media calls for info
12. Schools-will children be affected/how long will schools be closed/where to relocate the children/how will parents know where to pick-up children
13. Restaurants are concerned-how will this affect them

Phase Two

Friday, November 21 at 8:00 a.m. The leak has been stopped and the ammonia has dissipated. It is still snowing, the wind is the same and the high temperature is expected to be 25 degrees. Evacuated residents technically can return to their homes, schools can open and business can start again.

Terrorist-Anhydrous Ammonia Pipeline Explosion(continued)  
(Milwaukee County Exercise-November 20, 2003)

Phase Two-Issues

1. Who is in charge (what does the IC chart look like)
2. How will you let people back in the area
3. Are there any long-term health concerns that should be communicated
4. You are still receiving donations of cash and physical goods that should be distributed
5. The FBI has sent a full investigation team and has restricted access to the plant. The plant manager wants to know the restriction will last and the FBI refuse to tell him
6. Long-term mental health issues

Terrorist-Anthrax Release  
(Dane County Exercise)

Phase 1

It is late September in Madison. Public health, agriculture, and emergency management personnel have been working with local law enforcement agencies to plan for the upcoming World Dairy Expo. Law enforcement has been monitoring the activities of several groups planning to disrupt the event. Several threats have been received and are being investigated.

Monday, October 8, 7:56 a.m.

A number of patients arrive at hospitals and private clinics throughout the area with high fever, chills, fatigue, and persistent coughs. A majority of these cases, which includes otherwise healthy adults, exhibit signs and symptoms more serious than the common flu.

At Meriter Hospital emergency room, a doctor sees his first patient, a 26-year-old woman. The patient's boyfriend states she has been complaining of weakness and chills and has had a temperature of 105. He adds that during the past 2 days she has experienced increased difficulty breathing, and has a history of severe and recurrent asthma attacks. The doctor notes there is nothing in her history to account for this sudden illness. The boyfriend believes she may have caught a "bug" from one of her coworkers. The woman is admitted, but is unresponsive to medications.

Monday, October 8, 10:12 a.m.

A 63-year-old male arrives at St. Mary's Hospital feeling ill. A clinician records the following signs and symptoms: a temperature of 103, generalized aches and pains, headache, and difficulty breathing. The emergency room doctor notes he has seen five cases with similar severe flu-like symptoms since the beginning of his shift at 7:00 a.m.

Monday, October 8, 2:00 p.m.

The 26-year-old woman admitted early in the day develops severe respiratory complications and dies just after 2:00 p.m. Hospital officials notify the Dane County Coroner's Office and schedule a full autopsy to determine the cause of death.

Many of the new "flu" patients are not responding to decongestants, analgesics, antibiotics, or antiviral medications therapy. Rapid antigen screening tests for influenza have not returned from the lab. Blood tests and cultures for fungal, viral, and other infectious diseases are still pending. The lack of response to the initial treatment regimen and the relatively large number of patients prompt several

Terrorist-Anthrax Release (continued)  
(Dane County Exercise)

frustrated, yet seriously concerned, physicians to seek advice and consultation from the Madison Department of Public Health and Dane County Human Services.

Tuesday, October 9, 9:15 a.m.

By morning, approximately 25 patients have reported to area hospitals and clinics with this mild to severe flu-like syndrome. The most severe cases are hospitalized; however, with many more waiting in the emergency room, hospital beds and wards are filling rapidly. Most area hospitals have gone on diversion status.

Tuesday, October 9, 3:35 p.m.

At the UW-Madison, a 20-year-old male student collapses during class after complaining of trouble breathing and weakness. Shortly after arriving at the UW-Hospital, he experiences a number of seizures and is admitted into the intensive care unit.

Tuesday, October 9, 5:35 p.m.

Throughout the day, hospitals and clinics continue to experience an increase in patients presenting with severe flu-like syndrome that includes weakness, chills, high fever, and dull chest pain. Hospitals have admitted several patients with respiratory difficulties, but most patients are sent home with directions to rest and drink plenty of fluids. Disturbingly, a number of patients demonstrating this syndrome have died since admission. As a result, the Dane County Coroner's office has received an increased number of autopsy requests.

Tuesday, October 9, 6:10 p.m.

A story reporting the increase in flu-like illness and related deaths appears in the local news. Public health public information officers begin meeting to develop a public information strategy.

The 20-year-old male admitted to UW-Hospital earlier in the day suffers a violent seizure and dies. Upon examination of the body, the attending physician notes a bloody discharge, possibly cerebrospinal fluid, from the student's ears. The hospital infection control practitioner is advised of the situation.

Terrorist-Anthrax Release (continued)  
(Dane County Exercise)

Wednesday, October 10, 9:00 a.m.

Healthcare personnel from Meriter Hospital, St. Mary's Hospital, UW, Veterans Hospital, Stoughton and other area hospitals contact each other as well as Madison and Dane County Public Health to discuss the increasing number of cases and share information on treatment protocols to date.

Wednesday, October 10, 1:00 p.m.

Dane County Communications and Emergency Services supervisors notice a continued increase in EMS runs throughout the region. The majority of calls continue to present with flu-like symptoms and complaints of difficulty breathing. As the day progresses, walk-in patients and EMS transports have overwhelmed all area hospitals.

Media sources monitoring the growing crisis send crews to local hospitals, health departments, and the State Capitol seeking an explanation. Midday newscasts on the local networks lead with reports on the outbreak of a deadly new flu strain affecting residents throughout the Madison/Dane County area. These media broadcasts heighten anxiety, causing even asymptomatic citizens to begin seeking medical attention.

Casualty Report for Madison/Dane County-as of Wednesday, October 10, 2:00 p.m. is

Total Cases	76
Symptomatic and Hospitalized	70
Total Deceased	10
Total Examined and Released (includes asymptomatic)	15

Phase 2

Wednesday, October 10, 12:30 p.m.

An ambulance brings a male in cardiac arrest to UW Hospital. The emergency room tries to revive him without success and is pronounced dead at 12:56 p.m. The patient's wife states that he had volunteered at the Madison Performing Arts Center during the week as usual. Yesterday he had come home early from work complaining of a fever and tightness in his chest. This morning he seemed to get worse. He was 35-years-old and in relatively good health with no history of cardiac problems.

Terrorist-Anthrax Release (continued)  
(Dane County Exercise)

Wednesday, October 10, 1:30 p.m.

Based upon the growing crisis, the Dane County Emergency Manager briefs the County Executive/Madison Mayor and Madison Director of Public Health on the developing health crisis and the growing focus that the cause could be events in and around the Madison Performing Arts Center. Pending further investigation, local officials postpone all events at the center. Presented with all information, the City Mayor considers declaring a local state of emergency.

Wednesday, October 10, 5:30 p.m.

Meriter Hospital reports that four adults admitted on Wednesday morning have now been taken to the ICU for severe respiratory complications. Other area hospitals continue to report that a number of patients have been admitted under similar circumstances and have also been transferred to ICUs, which are nearing capacity. The limited supply of ventilators in the Dane County area has been depleted.

Wednesday, October 10, 6:30 p.m.

Following a meeting of local/state health care officials and hospital representatives, a joint health alert is issued on the Health Alert Network.

Thursday, October 11, 6:30 a.m.

Media personnel continue to flood local healthcare providers, Madison Public Health, State Department of Health and the EOC with requests for interviews and information related to the outbreak. News reports provide chilling accounts of victims waiting in long lines at area hospitals.

Calls for assistance continue to inundate Dane County Emergency Communications, hospital emergency rooms, and clinics throughout the night. Symptomatic and asymptomatic patients seeking a diagnosis and medical treatment nearly fill waiting rooms to capacity across the region.

Thursday, October 11, 10:30 a.m.

Print and news media continue to report on the deadly flu outbreak in the Madison/Dane County area, with health experts giving their opinions on a possible explanation. Live reports from hospitals and the Coroner's Office provide stark

Terrorist-Anthrax Release (continued)  
(Dane County Exercise)

pictures of a situation getting worse. The reports and images presented by the media begin to frighten citizens. Concerned people throughout the area continue to inundate clinics and hospitals demanding treatment. Medical facilities begin requesting security assistance from local law enforcement agencies.

Thursday, October 11, 3:30 p.m.

Pathologists at the State laboratory of Hygiene notify the State Department of Health that they have received the results from clinical specimens taken from the 26-year-old woman who died on Monday, October 8. These specimens tested positive for *Bacillus Anthracis*. The State Department of Health notifies Dane County Public Health, the County Coroner and the Madison Department of Public Health.

Results are forwarded to the Centers for Disease Control and Prevention (CDC) in Atlanta, GA. They in turn confirm the presence of *Bacillus Anthracis* from the samples received earlier. The CDC informs the World Health Organization (WHO) in Geneva, Switzerland, of the anthrax outbreak in the Madison/Dane County area.

### Terrorist-Chemical Agent Release at Plane Crash

On a typical weekend morning, an airplane radios the tower at the Dane County Regional Airport with an onboard emergency and requests permission to land. Once on the ground, the airplane taxis to the south ramp where an explosion on the plane releases VX gas among the passengers and nearby crash rescue crews.



## Terrorist-Contagious Bovine Pleuropneumonia Exposure

Tuesday, June 1<sup>st</sup>, 2004

The Governor's office receives a letter threatening to spread a biological agent capable of crippling the milk industry within the state, unless the governor issues an immediate order banning all dairy genetic engineering in the State of Wisconsin. The same threatening letter is sent to three of the largest newspapers and radio stations in the state.

Based upon preliminary investigation of the fingerprints on the letter, law enforcement determines that the letter's author is Alex Keen. Mr. Keen is the outspoken leader of an extremist eco-terrorist group known as the "Protectors of Mother Earth" or POME. This group believes that genetically altered dairy animals are a perversion of the natural order and that dairy herds must be allowed to return to their "natural state". POME is a radical offshoot group of a growing number of national anti-genetically modified animals organizations.

POME has claimed responsibility for the fire-bombings of several university and biotechnology labs. In addition, the FBI is currently seeking several members of POME as suspects in the bombing of two USDA dairy research facilities in South Dakota last year. The POME website states that the group is prepared to use biological weapons to help "nature reverse the depredations of mankind".

Based upon this threat, law enforcement and all agricultural agencies are notified to be watchful for any indicators of agro-terrorist activities.

Friday, June 11<sup>th</sup>, 2004

The \_\_\_\_\_ police receive a request to report to the XYZ Truck stop off of Interstate \_\_\_\_\_. The XYZ Truck Stop Manager tells the officers "I think something strange has been going on over the course of the last week with the cow trailers that stop here". The manager states that clerks have told him that on three observed occasions, they had seen a red pickup truck with two white males, drive up to loaded cow trailers in the back parking area when they are unattended and spray the trailer and cows with "water" from a water tank on the flatbed. Once they have sprayed the trailer, the pickup had sped off. The clerks, believing that the men were from the local humane society and were spraying the cows with water to cool them down, had not commented on the events. However, the clerks did notice that the men had always been wearing face shields.

### Terrorist-Contagious Bovine Pleuropneumonia Exposure (continued)

Today, the manager himself had seen the red pickup repeat its spraying of a loaded cow trailer 30 minutes ago and that the trailer was still in the back parking lot with a very concerned driver who wants to find out what the men had done to his cows.

The officers approach the parked cow trailer and notice that “water” has been sprayed against the side of the trailer, on many of the cows and has “pooled” on the

parking lots under the tires. The officers notice a very strong smell of urine from the “pooled water”.

The police contact \_\_\_\_\_ and \_\_\_\_\_ to report the event. Upon being contacted \_\_\_\_\_ arrive on the site and recover samples of the “water” for testing. Pending results of the sample test, the cows and truck are quarantined and tested.

Tuesday, June 15<sup>th</sup>, 2004

Samples taken from the “water” at the truck stop, reveals that it is actually cow urine that contains “Contagious Bovine Pleuropneumonia”.

### Terrorist-Corn Seed Blight

China is the world's second largest corn exporter. Recognizing the vulnerable situation of the United States, China plans an act of agricultural terrorism using a corn seed blight (*Fusarium Graminearum*), which grows well at cool temperatures and in wet soil.

Clandestinely spraying this spore from several private chartered planes flying from Chicago to Minneapolis during the winter & early spring, the blight is present in the soil when planting occurs. The State of Wisconsin experiences a corn crop disaster with massive economic consequences.

## Terrorist-Dog Food Tampering

### December 29

The police chief of \_\_\_\_\_, receives an anonymous letter claiming that 10 days ago, dog food products at Western By Products Inc, had been tainted with a pesticide and that police should expect “large scale puppy mortality”. Western By Products is a supplier for the Purina animal feed plant in Fond du Lac, Wisconsin.

### December 30

Purina has been contacted about the threat and feed samples tested. Results of the test reveal low levels of contamination (two parts per million).

### January 1

Purina has stopped feed shipment and ordered a recall on 200 tons of feed already delivered to eastern & southern Wisconsin, as well as Illinois, Iowa and Michigan.

Terrorist-Food Processing Plant Explosion  
(Available at WEM)

It is a cool, windless, drizzly Friday afternoon on April 30<sup>th</sup>, 2004 at the Jennie-O Turkey Plant in Barron. Physical security at the plant has been recently increased at the plant after receiving numerous threatening letters and phone calls from animal rights groups in response to a newspaper article reporting that the plant had recently began processing hormone enhanced turkeys.

At 3:00 p.m. the 911 center receives a call from a citizen reporting a loud boom and possible earthquake coming from the downtown vicinity. At 3:02 p.m. the 911 center receives a call from the gate guard at the Jennie-O Turkey Plant reporting an explosion and fire at the Plant.

Exercise Message #1

To: 911  
From: Lady in Senior Housing  
Method: Phone

I'm at the Barron Nursing Home and I heard a loud boom from downtown. My whole room was shaking! I think we are having an earthquake.

Exercise Message #2

To: 911  
From: Jennie-O Turkey Plant Gate Guard  
Method: Phone

There has been an explosion at the Jennie-O Turkey Plant. There is a lot of smoke and possible fire in the main building.

Exercise Message #3

To: 911  
From: First Officer on Scene  
Method: Phone

There is a large amount of smoke coming from the north side of the main building at the Jennie-O Plant. No flames are visible at this time. There seems to be a massive amount of lower level structural damage. Fire and police backup is requested.

Terrorist-Food Processing Plant Explosion (Continued)  
(Available at WEM)

Exercise Message #4

To: Law Enforcement  
From: Dispatch  
Method: Radio

The Jennie-O Plant Manager wanted to inform Law Enforcement that the plant had been receiving several threatening letters from animal rights groups and had just received a call from Protect Animals in the World (PAW) which stated that “ PAWs is the steward of all God’s creatures. Jennie-O is playing God by altering its Turkeys. In order to save mankind from these evil altered creations, our group has chemically poisoned several of the hormone-enhanced turkeys processed & shipped last week. Today we have destroyed the source of the evil. This will teach you never to play God again”. The Manager also reports that the Gate Guard just told him that he had seen a white late model van, marked with the words “PAW” on its side, drive past the main gate just before the explosion.

Exercise Message #5

To: Law Enforcement  
From: Dispatch  
Method: Radio

We have reports of traffic backup north and south of the town. They are requesting additional law enforcement assets to divert traffic.

Exercise Message #6

To: Emergency Management  
From: Dispatch  
Method: Radio

We have reports of traffic backup north and south of the town. They are requesting additional law enforcement and Public Works assets to divert traffic.

Exercise Message #7

To: Law Enforcement  
From: Dispatch  
Method: Radio

We have received numerous calls from residents who are reporting hearing gunfire in the wooded area north of the Jennie-O Plant.

Terrorist-Food Processing Plant Explosion (Continued)  
(Available at WEM)

Exercise Message #8

To: Dispatch  
From: Bus Driver  
Method: Radio

There is a major backup on Highway 8 with smoke starting to cover the highway.

Exercise Message #9

To: Emergency Management  
From: Dispatch  
Method: Radio

Officers on scene report several loose turkeys in the area, which are causing a traffic hazard. They are requesting instructions on how to capture or dispatch the Turkeys.

Exercise Message #10

To: Emergency Management  
From: Dispatch  
Method: Radio

A resident is reporting 3 severely injured turkeys in their front yard, which are flopping around and threatening anyone who comes near them. What should they do?

Exercise Message #11

To: EOC  
From: IC  
Method: Radio

There is an Eau Claire Channel 8 news truck here. Where should I direct them?

### Terrorist-Dirty Bomb

On February 8, 2005, a UW- \_\_\_\_\_ Saudi Foreign Exchange student was expelled from the University and he (and his father) has vowed to get even. At 10:00 a.m., February 15, the University secretary receives a call that a “dirty bomb” has been planted in lecture room 2 in \_\_\_\_\_ Hall and that all entrances to the building are booby-trapped. The caller further states that the media has been contacted and told the same message. The secretary recognizes the voice as belonging to the father of the exchange student, because he had called several times to complaint to the Dean about his son’s expulsion.

The University secretary receives a call from the contacted media requesting information about the “dirty bomb” report and wants a statement about what is going on. The University secretary has contacted campus security and local police about the threat. The police and campus security have established a perimeter around \_\_\_\_\_ Hall and are keeping students from entering the building.

The professor teaching in lecture room 2 is contacted by cell phone and informed about the threat and told to keep students sheltered in place and away from any doors. Several students make cell phone to their parents informing them of the situation. A journalism student in the class contacts the local media. Local police are being swamped with calls from media and student’s parents demanding information.

At 11:00 a.m., the County Bomb Squad/ SWAT has arrived on site. Local police have contacted the FBI with the name of the expelled student’s father, suspected of making the bomb threat. The FBI has reported that the father is currently under investigation for possible Al Qaeda connections.

At 11:30 a.m., SWAT and the Bomb Squad breach a wall and enter \_\_\_\_\_ Hall. The students in the lecture hall hear a loud explosion and in a panic, three students run out of the hall and open an emergency exit door to the outside. The opening of the emergency exit door detonates an explosive device, which injures the students and starts a fire. As the SWAT team evacuates the students out through the breach in the wall, the smoke from the fire has become thicker and a plume of smoke is starting to drift towards town. The FBI has just arrived on site, and has sealed the area around the building as a crime scene.

A media crew providing live coverage of the explosion has reported the possibility that a “radioactive plume” has been released, prompting mass panic on campus and in the nearby town.



### Terrorist-Hazmat Exposure & Sniper

A Canadian Pacific Railway train is sitting in the clear on a sidetrack at a rail station in the Town of \_\_\_\_\_. The train consists of 35 cars, three of which contain hazardous materials (One car with Gasoline; one car with Phenol; and one with Hydrochloric Acid). Meanwhile, a Canadian National (CN) train passes through on the mainline and, due to a vandalized switch, shifts its track onto the sidetrack and collides with the Canadian Pacific Rail Train. The collision between the two trains results in the total destruction of the two locomotives, loss of fuel, and injuries to the crews on both trains.

Additionally, all three hazardous materials tank cars in the Canadian Pacific train are punctured and leaking a considerable amount of product.

There is a visible vapor cloud, but no fire at this time. The wind is out of the west at 5-10 mph.

The first responders at the scene are two Town of \_\_\_\_\_ Fire trucks and a \_\_\_\_\_ County Sheriff's Office squad. As the responders are assessing the situation, a sniper located on a hill on the northwest side of the scene starts shooting. One firefighter is killed, and three fighters and the deputy are wounded. Three other fighters are pinned down and unable to exit the scene.

At the same time as the shooting began, the local radio station is called and told that "Representatives of the \_\_\_\_\_ Terrorist Cell claim responsibility for vandalizing the train switch and are even now engaged in a battle to the death to avenge the Iraqi people".

### Terrorist-Hostages & Explosions

At 9:00 a.m., ten gunmen heavily armed with explosives, automatic weapons & protective masks take over floor \_\_\_\_ of the \_\_\_\_\_ County Jail.

The gunmen kill two police officers, and take 8 deputy sheriffs and 100-jail inmates hostage. The gunmen barricade themselves inside the jail and “booby trap” all suitable entrances to the jail.

The jail floor is quickly sealed off by Law Enforcement who calls for the gunmen to surrender. At 10:00 a.m., the gunmen announce that they are members of the “Free Americans” group (an anti-minority domestic terrorist organization). The gunmen demand that unless they and 10 unjustly jailed members of their group, are given safe conduct and allowed to leave the building, several explosive devices, located at public and private buildings across the town, will be detonated every sixty minutes.

In addition, the gunmen read a list of twenty-minority inmate’s names and state that every 60 minutes, one of these inmates will be hung and the pictures posted on the Internet. Once freed, the gunmen state that they will reveal the location of the remaining explosive devices and release the 8 deputy hostages. They have given you one hour until the first device will be detonated and the first inmate hung. The gunmen state that the first bomb is located at the \_\_\_\_\_ High School. The terrorists contact the local media by cell phone and wireless laptop and relay their demands, post the twenty inmates names and identify the \_\_\_\_ High School as the first target.

As the media reports the situation at the jail, hundreds of members of the inmate’s families, prisoner rights groups; media and onlookers are descending upon the county jail. Crowding and interfering with the Law Enforcement operations.

At 10:10 a.m., an order is given to evacuate the \_\_\_\_\_ High School. Law Enforcement and EMS resources are dispatched to the site to assist in the evacuation. Student cell phone calls to parents, as well as media radio reports, results in numerous parents descending upon the \_\_\_\_ High School during the evacuation.

At 11:00 a.m., the local media receives a photo of a inmate who has been hung from the ceiling with a sign pinned to his jumpsuit bearing the name of the first inmate on the published list to be hung. At the same time, an explosion takes place at the \_\_\_\_\_ hospital emergency waiting room, located across town from the \_\_\_\_ High School. The explosion results in twenty casualties, destroying the emergency room and starting a fire, which threatens the entire building.

### Terrorist-Plane Hijacking w/Explosives

A Delta Connection (Comair) Charter Flight # 333 is enroute from Boulder, CO to Washington National with a fuel stop at Madison. On board the aircraft is the University of Colorado (CU) Basketball team enroute for a special White House visit having just won the NCAA Tournament. The aircraft has 50 passengers and 3 crew members.

While descending into Madison, flight #333 reports an unknown disturbance in the cabin. The Captain states that “there are at least two hijackers on board. One of them has an IED strapped to his person. The second hijacker claims to have placed an IED in the checked baggage and is holding what appears to be a keyless remote device. In addition, both hijackers are armed with handguns”. The Captain reports that it is critical that no law enforcement officials attempt to interfere with the refueling of the plane or the hijackers will kill the co-pilot.

Upon landing of flight #333 a man with a heavy middle-eastern accent calls the tower and states that they will not tolerate any interference with the refueling and they are prepared to kill anyone who tries to prevent us from keeping our “presidential appointment”.

## Terrorist-Plant Contamination (Available at WEM)

### Purpose

The purpose of this exercise is to improve; damage assessment, response resource management, control & coordination, and public information by involving DATCP, UW-Plant Disease, USDA, representatives from Private Industry, and Columbia County Agriculture Agent in a tabletop exercise simulating the intentional introduction of Plant Disease against a soybean field in Columbia County occurring during Jul-Aug 2004.

### Exercise Objectives

#### Damage Assessment

1. Identify the symptoms of plant disease contamination.
2. List the agency procedures to determine the presence of plant disease in a suspected contaminated field.
3. Explain how to conduct a survey of a suspected contaminated soybean field.

#### Response Resource Management

1. Identify the # of personnel resources needed to survey the suspected contaminated fields.
2. Identify the # & types of equipment resources needed to survey the suspected contaminated fields

#### Control & Coordination

1. Explain how agencies would be informed of “potential terrorist threats” to agriculture.
2. List the agencies that would be informed of positive plant disease sample results.
3. Identify those agencies, which would be involved in the response and recovery of an intentional plant contamination incident.
4. Explain how ICS would be used to respond to a plant contaminated soybean field.

#### Public Information

1. Identify what specific information would be released to the public pertaining to the response and recovery of this incident.

Terrorist-Plant Contamination(continued)  
(Available at WEM)

Exercise Scenario-Phase One

Thursday, July 1<sup>st</sup>, 2004

The Governor's office receives a letter threatening to spread a biological agent capable of crippling the state soybean crop unless the Governor issues an immediate order banning all agricultural genetic engineering in the state. The same letter is also sent to three of the largest newspapers and radio stations in the state.

Based upon preliminary investigation of the fingerprints on the letter, law enforcement determines that the author of the letter is Alex Keen, leader of an extremist ecoterrorist group known as the Protectors of Mother Earth (POME). This eco-terrorist group believes that genetically altered seeds are a perversion of the natural order and that Wisconsin crops must be allowed to return to its "natural state".

POME has claimed responsibility for the fire-bombings of several university and biotechnology labs. In addition, the FBI is currently seeking members of this group as suspects in the bombing of two USDA facilities in South Dakota last year. The POME website states that the group is prepared to use biological weapons to help "nature reverse the depredations of mankind".

Based upon this threat-law enforcement and state agencies are put on alert to be watchful for "indicators" of agro-terrorist activities.

Phase One-Questions

Damage Assessment	How could plant diseases be intentional spread by terrorists?
Control & Coord	How would your agency have been notified of the POME threat to soybean crops?
Control & Coord	Who in your agency would have been notified of the POME threat to soybean crops?
Damage Assessment	What is your agency going to do with this information?
Control & Coord	What actions would your agency take to be "watchful" for "indicators" of agro-terrorist activities?
Response Resource	What resources is your agency going to need to prepare to respond to the actual event?
Control & Coord	Who is your agency will take charge of this situation

Terrorist-Plant Contamination(continued)  
(Available at WEM)

Exercise Scenario-Phase Two

Late July 2004

Farmer Jones is very concerned that his soybean field, located just outside of Portage is yellowing and looking “rusty”. Farmer Jones takes some leave samples to the Columbia County Agriculture Agent and asks her “what’s wrong with my crop?”

The County Agriculture Agent sends the plant sample to the UW-Plant Disease Clinic and requests testing.

UW tests the sample and reports the presence of “rust” to the County Agent and DATCP (Plant industry Lab). The rust sample with results is forwarded to the USDA and DATCP deploys to Farmer Jones’s field to conduct a survey.

Phase Two-Questions

Damage Assessment	What are the symptoms of soybean rust?
Damage Assessment	How is rust spread naturally?
Damage Assessment	List the agency procedures to determine the presence of soybean rust in a suspected contaminated field?
Damage Assessment	Explain how to conduct a survey of a suspected rust contaminated soybean field?
Damage Assessment	List any bio-contamination concerns that could impact survey personnel?
Response Resource	There is strong evidence that this is an intentional contamination of a soybean field by POME. Explain how this being a possible terrorist incident will effect how you conduct your survey and which agencies would be involved in the survey?

Terrorist-Plant Contamination(continued)  
(Available at WEM)

Exercise Scenario-Phase Three

Monday, August 2<sup>nd</sup>, 2004

The DATCP survey has confirmed the presence of rust in Farmer Jones's field. While conducting the survey, a discarded Windex spray bottle was discovered at the edge of the contaminated field. This bottle is suspicious because it contains a small amount of a "brown oily liquid" which is clearly not Windex. Fearing that the bottle could be related to the POME threat, the location of the bottle is marked and the County Sheriff notified.

DATCP has widened its survey to neighboring fields, based upon visual evidence of the spread of rust from Farmer Jones's field. At the edge of the next soybean field, another discarded Windex bottle is discovered. Farmer Jones is very concerned about his contaminated field and asks the survey team "what is going to happen now?" As the survey team is leaving the site, they overhear a neighbor of Farmer Jones suggest to Farmer Jones that burning his contaminated fields might get rid of the rust.

Phase Three-Questions

Control & Coord	List which local/county/state/federal agencies would be notified of the positive survey results and the discovery of the Windex bottles? What specific information would be reported?
Control & Coord	Identify how that notification would take place?
Public Info	Answer Farmer Jones's Question-What will happen now?
Control & Coord	Explain how your agency would use ICS to respond to this incident? Draw the actual ICS structure you would organize. At this point, would be the incident commander?
Public Info	What public information will be provided to Farmer Jones and the public at large?
Control & Coord	Explain what will happen to Farmer Jones's & his neighbor's contaminated fields over the next 30 days to 90 days?

### Terrorist-Nerve Agent Exposure

At 8:00 p.m. on a Friday night, the 911 center receives a call from the local civic center where a basketball game is being played. The game is a sell-out with attendance of about 4000. The manager of the civic center reports that during the halftime show, a vapor mist began to settle upon the crowd from the catwalk above the court. Immediately upon coming in contact with the spectators, the vapor caused people's skin and eyes to burn. Then people began to convulse and have uncontrollable seizures. The manager reported that he was still in one of the skyboxes, which is separated from the arena by glass partitions. Some people have begun to run out of the arena, but the majority of the people are displaying the previously mentioned symptoms.

#### Questions

1. Identify indicators that suggest that this is a possible WMD incident.
2. Identify what possible chemical agent is involved.

It is now 8:10 p.m. and the first response units have arrived on the scene. They report that large numbers of people are lying on the sidewalk and parking area adjacent to the civic center. It appears, from the distance from which the first responders are observing the incident, that all of these people are having convulsions and/or seizures.

#### Questions

1. Identify scene control measures that should be implemented by the on-scene officers.
2. Identify the primary and any secondary types of harm that can be expected
3. Identify other tactical considerations.
4. Identify four incident command issues.
5. Identify four critical considerations for providing law enforcement support at a WMD incident.
6. Identify federal command authorities for this incident.



### Terrorist-Plague Release

March 17 (8:00 a.m.) A 22-year old female UW-Eau Claire student reports to the University clinic, complaining of chest pain and high fever. The doctor examines the student and discovers she has a temperature of 102 degrees F. The student suspects that she might have caught the “bug” through her job at the University dormitory mailroom where she works part time. A rapid flu test shows a negative result.

The doctor orders a sputum and blood culture. Transport assistance is requested for sending the cultures to the Wisconsin Department of Health laboratory for anthrax testing. Meanwhile, the student is admitted to General Hospital. The Eau Claire City & County Health Department is notified of the situation. In turn, the Wisconsin Department of Health and Wisconsin Emergency Management duty officers are contacted.

(2:00 p.m.) The admitted student has developed severe respiratory complications and dies. A full autopsy is ordered, and the doctor awaits the preliminary results of the sputum and blood cultures. As the day progresses, local emergency medical services (EMS) become overwhelmed with other students presenting with flu-symptoms. People presenting with the most severe symptoms, including high fever and difficulty breathing, are hospitalized; however, with many sick waiting in the Emergency Room, the hospital beds and wards are filling rapidly.

(5:00 p.m.) Traffic around the Eau Claire Hospitals is becoming impossible, hindering ambulance operations. The hospitals have requested security assistance from local law enforcement agencies.

(10:00 p.m.) Six patients admitted during the day with the severe flu-like symptoms have died. New cases continue to arrive at the local hospitals every hour.

March 18 (8:00 a.m.) Overnight, a public health emergency was declared in Eau Claire County. A request has been made for state support in the growing crisis.

A level 2 emergency status has been reached in Eau Claire County. The state Emergency Operations Center in Madison is activated to support response operations in Eau Claire.

(10:00 a.m.) The preliminary tests of clinical specimens taken from the 22-year old female student who died are complete. The lab notifies local health departments that the specimens have tested negative for *Bacillus Anthracis*. The lab begins rule-out testing for other pathogens.

(3:00 p.m.) Epidemiological evidence points to an event three days earlier as a common activity of the majority of new patients. On Friday, March 15, a popular regional band performed at the University. Approximately 2, 000 students and community members attended the concert.

## Terrorist-Radiological Explosion #1

Thursday, June 10, 2004-12:15 p.m.

It is a warm and sunny day (high 80's) with winds are out of the east at 4 mph and the treat of evening rains forecast.

911 received a call from the XYZ building (a British owned company) and is informed that two 1000-gallon aboveground propane storage tanks and a 3000-gallon aboveground liquid oxygen tank (within 100 feet of the propone tanks) have exploded. Several buildings and two vehicles ignited as a result of the debris from the explosions and are burning. A nearby building to XYZ has suffered structural damage and is on the verge of collapse. The caller mentions that he and four other XYZ employees were able to evacuate the site, but that 10 employees are dead and 20 are not accounted for.

Fire and Police are called to the scene. Within minutes, firefighters, police officers and other emergency rescue teams arrive on the scene. The fire is in full blaze and threatens to spread to a nearby oil tank farm.

Upon arrive at the scene, police evacuate the area and close the road. The initial Incident Commander calls in a second and third alarm due to the magnitude of the fire and possible HAZMAT threat from the oil tank farm. A large black cloud develops over the area of the fire, swelling in size as the wind moves it to the west of the incident site, interfering with traffic on interstate highway \_\_\_\_\_. By 1:00 p.m., the emergency management has been notified and the city EOC is being activated.

At 1:00 p.m. the local radio station receives a phone call from Iraqi terrorist group, claiming responsibility for the explosions and warning that the fire was just the beginning of Iraqi revenge against the American/British murders. The terrorists report that the explosive device was impregnated with 600 grams of Plutonium-238, which will have caused radiological contamination over the entire facility and at this very moment, is dispersing contaminated material over the town in the fire's smoke plume.

At 1:10 p.m. the radio station contacts the 911 dispatcher with the terrorist's message and requests that the information is passed to the Sheriff's Office/Local Police & Fire Dept and Emergency Management.

At 1:15 p.m. the radio station airs a report that an Iraqi terrorist group has claimed responsibility for exploding a radioactive device at the XYZ Company. The newscaster notes the police and FBI have not confirmed their report. As news of the explosion and the possibility of a radioactive materials release become more widely known, people around the site of the fire and in and around the city panic and flee. This spontaneous evacuation causes traffic gridlock throughout the city area and

Terrorist-Radiological Explosion #1 (continued)

along interstate highway \_\_\_\_\_. By 2:00 p.m. the city EOC has contacted Wisconsin Emergency Management and the National Response Center (NRC) of the explosions and the possibility of a radioactive release.

## Terrorist-Radiological Explosion #2

It is Wednesday, July 14, 2004 in Green Bay. The weather forecast predicts 88 degrees, no clouds and wind speeds of 10 mph out of the North.

At approximately 1:00 p.m. (T=0:00), loud explosion is heard throughout the city. The explosion results in more than 200 pounds per square inch (psi) maximum overpressure at the site of the detonation and flattens City Hall and all surrounding buildings for a block.

A minute later, 911 receives calls from the area and is informed that a huge fireball and mushroom cloud are centered over the downtown area. Federal Aviation Administration (FAA) airport tower operations witness the explosion and report the blast, fireball, and mushroom cloud to 911 and to the FAA regional operations center. One of the tower operators, a former US Army Chemical Corps noncommissioned officer, estimates the size of the fireball to be 300 feet in diameter and estimates a 1.5 kiloton explosion. The tower also reports the mushroom cloud is several thousand feet high and they will continue to monitor the progression of the cloud. The 911 operator requests further reports from the tower are made directly to the local emergency operations center (EOC).

Police and Fire Departments are notified and called to the scene. Within minutes, firefighter, police officers and other emergency rescue teams arrive. There are fires throughout downtown with numerous dead and injured personnel in the area.

Upon arrival, the police begin to evacuate the survivors and close the access roads to the downtown area. The initial Incident Commander calls a second and third alarm due to the magnitude of the secondary fires. Teams report that glass windows and partitions in all buildings within a 1-mile radius are shattered, inflicting additional damage and injury from glass shards.

By 1:30 p.m. (T + 0:30), the Emergency Operations Center (EOC) has been activated and notification of EOC personnel has been initiated. The notification process is very slow due to the inability to contact several primary members who worked within the area of the blast. Attempts to contact any city hall or adjacent government offices have failed.

At 1:40 p.m. (T+0:40), CNN interrupts its broadcasts to report “a bombing that makes the City of Green Bay look like a war zone. “ Commentators compare the initial reports of devastation to a nuclear bomb.

At 2:15 p.m. (T+1:15), the 911 operator receives a call from the editor of the local newspaper. The Editor reports that an unidentified individual called the paper and claimed to be with a terrorist organization responsible for setting off a nuclear

### Terrorist-Radiological Explosion #2(continued)

device at the City Hall. The caller had said that “additional bombs” should be expected.

At 2:30 p.m. (T+1:30), the local radio station airs a report about the explosion and announces that a terrorist group has claimed responsibility for detonating a nuclear device at the site. The newscaster notes that the police and FBI do not confirm this report and they will make further announcements, as information becomes available. All of the major television news networks follow with immediate bulletins “confirming that a terrorist organization has detonated an atomic bomb in the heart of Green Bay.

As news of the explosion and the possibility of fallout release become widely known, people throughout the city and county panic and begin to flee. This spontaneous evacuation causes traffic gridlock throughout the area. The most heavily impacted are Hwy \_\_\_\_\_ and Interstate \_\_\_\_\_.

By 3:15 p.m. (T+ 2:15) the City, County and state Emergency Operations Centers have been activated. The National Response Center (NRC) is notified of the nuclear explosion and the possibility of radioactive fallout.

Terrorist-Sarin Release  
(Milwaukee County Exercise)

Phase One

At 12:15 p.m. the (name) Mall in Milwaukee is filled with numerous lunch-hour shoppers and the surrounding parking areas are very congested with traffic. It is a sunny day in the high 70's with wind from the east at 4 miles per hour.

At 12:30 p.m., 911 receives a call from the (name) Mall security manager, (name) She reports hundreds of customers inside the mall are gasping for air and convulsing. Hundreds more are collapsing. She is evacuating the mall and needs help. First responders are immediately dispatched to the scene. Within minutes, other callers report seeing people collapsed outside the (name) Mall.

After dispatching emergency units to the site, 911 notifies the Municipal Switchboard. Reports of casualties at the mall follow. Fire and police squads and Medical Emergency Units arrive on site and initiate emergency response operations. Milwaukee Mayor (name) is notified that a crisis of potentially major proportions is unfolding. Currently, major highways and access roads are congested with heavier than normal traffic and scattered traffic accidents in the immediate area caused by individuals fleeing the mall after seeing people collapse, making the response more difficult.

People inside the mall and in the parking lots near the mall exits and vents appear to have been exposed to an unidentified substance and are convulsing and asphyxiating. Some are shaking uncontrollably and sweating profusely. Many appear dead and others who are severely incapacitated require immediate medical assistance. Victims are transported to area hospitals.

Many first responders at the response site exhibit similar symptoms and need immediate medical attention. Residential areas in the surrounding areas appear unaffected.

At 1:45 p.m. the City EOC is activated.

At 2:15 p.m. a representative from (local TV news) contacts city officials to report that an unidentified caller claims to have released a nerve agent at (name) Mall this afternoon as a first part of a coordinated terrorist attack against American economic oppression of the Middle East. The television station goes live with the story moments later.

By 3:30 p.m. the emergency rooms at (names of all major medical centers, hospitals, or major trauma facilities) report that some of their personnel exhibit the same symptoms as patients from the mall. The (name of the second largest medical center

Terrorist-Sarin Release (continued)  
(Milwaukee County Exercise)

in the area) reports that its emergency room is operating at full capacity, they have activated their mass casualty disaster plan, and they are unable to care for additional victims. Designated trauma centers request technical information from the EOC regarding the agent used in the terrorist attack.

The (name of the largest hospital in the area) reports that tissue and blood samples from several of the victims have been packaged as extreme biohazards and sent to (nearest forensics laboratory) by National Guard helicopter.

Milwaukee County EOC & the State EOC is activated.

National television broadcasts, linking with the local affiliates, show live pictures of the incapacitated and dead being removed from the mall. Reporters request information regarding the city's response to and preparedness for this type of incident. CNN requests an interview with the representative from the city.

Residents within two miles of the affected mall spontaneously evacuate their homes, frightened by the images on television. Traffic bottlenecks form on all major city transportation arteries including (name of two major transportation arteries in the area), further complicating response activities. The combination of spontaneous evacuees and above-normal traffic result in virtual gridlock throughout the area.

Phase Two

At 4:50 p.m. the Director of Aviation, following the imposition of a widespread "no-fly" area over the city by the Federal Aviation Administration (FAA) shuts down the Milwaukee Airport. The airport will remain closed until further notice.

A preliminary situation report indicates that 400 people are dead and the unidentified hazardous material affects 2000 at the (name) Mall and surrounding area. Residents in the vicinity request directions to shelters as they evacuate. There is mounting concern and fear over the potential for additional chemical agent releases in other areas of Milwaukee. Media reports include rumors of widespread panic.

Responders continue to assess protective measures. "Hot spots" are identified inside the mall's ventilation system and other confined spots. Responders evaluate containment and decontamination strategies at the hot spots and ask if "forced ventilation" is an option.

Terrorist-Sarin Release (continued)  
(Milwaukee County Exercise)

Evacuation of selected areas continues. Other public protective measures are evaluated. HAZMAT responders debate declaring upwind areas around the release site safe for re-entry and believe vapor or inhalation risk is a threat in a limited area. Designated shelter locations request food, medicine, and dwelling resources

and information on containment actions to prevent the spread of the chemical agent contamination to clean areas.

Hospitals in the area report increasing cases of medical personnel exhibiting symptoms of exposure. Medical teams are unsuccessful in identifying a chemical nerve agent, though they are certain that symptoms are caused by organophosphate poisoning.

Due to symptoms manifested by its medical personnel (name of second largest hospital) closes its emergency room and discourages people from coming to their facility. The (name of second largest hospital) director calls the city requesting assistance in evacuating unexposed hospital patients to another medical facility.

Areas morgues have become overwhelmed. Requests are made for additional resources to manage the number of bodies removed from the incident locations.

Milwaukee County EOC requests chemical decontamination assistance from the State and FEMA.

Concerned relatives call desperate for information regarding the fate of their loved ones causing the local telephone exchange to overload and fail.

At 6:30 p.m. the Governor declares a state of emergency and formally requests a Presidential declaration of a major disaster. Pending the President's decision to declare a disaster, the Governor acts for Section 403(C) of the Stafford Act. The White House is briefed on the developing incident. Federal officials are notified and agency regional representatives are directed to the Wisconsin Emergency Management SE Regional EOC.

The (nearest forensics laboratory) contacts the Milwaukee EOC and identifies the chemical agent as Sarin.

Federal Bureau of Investigations (FBI) agents are dispatched to the Milwaukee EOC to direct investigation operations.



## Terrorist-Smallpox Exposure

### Day One

At 4:00 p.m. today WTXL News receives an anonymous fax transmission from a group called itself Apocalypse Front, claiming responsibility for releasing smallpox at the Wisconsin State Capitol building several days ago while the house was in session. The fax also states that the group plans on releasing more smallpox in the Dane County area in the next few days.

WTXL contacts Capitol Police & Madison Police. Madison Police contacts, Dane County Sheriff, Wisconsin Department of Justice and Dane County & Wisconsin Department of Health and Family Services, in an effort to verify its credibility. Wisconsin Department of Justice contacts the Madison & Milwaukee FBI field offices and informs them of the fax.

### Day Two

All involved Law Enforcement agencies determine that the claims of a smallpox attack on the Capitol and threat of future attacks are not credible. Though driven by what it claims in its literature to be a "Higher moral agenda", Apocalypse Front has a reputation primarily for drug trafficking, larceny and armed robbery.

As a precaution, local hospitals are urged to screen patients for any signs of smallpox infection. The Center for Disease Control and Prevention (CDC) is contacted and put on standby just in case. Samples are taken from the Capitol Building for analysis and all Capitol Staff is given a health screen. The Department of Health and Family Services issues a press release detailing the possible smallpox event and outlines the symptoms of smallpox and asks to be notified if anyone develops any of these signs.

### Day Four

Area medical facilities are logging an inordinate number of calls from the local population requesting information about smallpox. City 911 dispatch lines are becoming overloaded with questions relative to smallpox. Investigation has revealed that 850 state employees work in the Capitol on any given day and that 165 students from a local Middle School attended a tour of the Capitol on the day of the reported attack.

Local physicians are reporting being overwhelmed with parents concerned because their children visited the Capitol. Many of these parents are demanding that preventative measures be taken for their children.

## Terrorist-Smallpox Exposure (continued)

### Day Nine

Area medical facilities are reporting high numbers of walk-in patients complaining of flu-like symptoms. Physicians suspect at this point in patient symptom logy that the population is experiencing paranoia fueled by speculative media reports. Reports from the swab samples taken from the Capitol Building two days ago have tested inconclusive for smallpox.

### Day Ten

7 employees from the State Capitol arrive at St. Mary's Hospital (three transported by ambulance). All complaint of excruciating headaches, nausea, fever and have a red rash covering both arms. The attending physician makes a presumptive diagnosis of smallpox, immediately isolates the patients, asks the hospital to request law enforcement secure the building and notifies Dane County Health of each patient's symptoms.

Dane County Health notifies Wisconsin Depart of Health and Family Services. Local law enforcement as well as the FBI and CDC are contacted. Samples from the patients are flown to CDC. Over the course of the evening, 12 more employees from the State Capitol are admitted complaining of fever, chills, and back pains. It's noted that these patients have a red rash on both arms and their necks. Following tests, these patients are given a presumptive diagnosis of smallpox.

Madison Fire/EMS has reported that it had responded to a car wreck on HWY 94 & East Washington. The vehicle contains a young girl who has a high fever and a red rash. On scene were officers from Dane County Sheriff and Wisconsin State Patrol who were looking for the driver of the vehicle. Witness's report that the driver left his vehicle and ran into the Denny's Restaurant after begging onlookers to drive him and his daughter to the hospital because his daughter was very sick.

### Day Eleven

Preliminary testing at the state lab yields results that appear to be consistent with an orthopox virus. Later that day CDC advises that a preliminary analysis indicates the presence of a virus consistent with the smallpox virus (viriola major).

CDC begins preparing doses of the smallpox vaccine for shipment to Wisconsin, accompanied by a pharmaceutical stockpile technical response team and specialized epidemiological personnel. All county medical facilities are contacted by the County Health Department informing them of the potential for infected/severely ill patients arriving in the coming hours/days.

### Terrorist-Smallpox Exposure (continued)

Media reports continue to fuel growing public concerns. State health personnel have received an initial shipment of smallpox vaccine and, along with on scene CDC teams, are preparing to begin vaccinations of anyone suspected of having been exposed to the virus.

Medical personnel are now debating possible strategies to maximize the effectiveness of smallpox vaccine that has arrived for distribution through the area, to include the possibility of dilution. Some favor a universal vaccination of all staff and patients in hospitals where the suspected smallpox cases have presented: others favor the vaccination of only of known face-to-face contacts of those individuals. One of the issues is “can all of the face-to-face contacts be located in time before they infect others?” “Experts” are debating the issues of quarantine vs. isolation as well as mass vaccination in the media.

## Terrorist-Stem Rust of Wheat Contamination

Tuesday, June 1, 2004

The Governor's office receives a letter threatening to spread a biological agent capable of crippling the wheat crop within the state, unless the governor issues an immediate order banning all agricultural genetic engineering in the State of Wisconsin. The same threatening letter is sent to three of the largest newspapers and radio stations in the state.

Based upon preliminary investigation of the fingerprints on the letter, law enforcement determines that the letter's author is Alex Keen. Mr. Keen is the outspoken leader of an extremist eco-terrorist group known as the "Protectors of Mother Earth" or POME. This group believes that genetically altered seeds are a perversion of the natural order and that crops must be allowed to return to their "natural state". POME is a radical offshoot group of a growing number of national anti-genetically modified organism (GMO) organizations.

POME has claimed responsibility for the fire-bombings of several university and biotechnology labs. In addition, the FBI is currently seeking several members of POME as suspects in the bombing of two USDA research facilities in South Dakota last year. The POME website states that the group is prepared to use biological weapons to help "nature reverse the depredations of mankind".

Based upon this threat, law enforcement and all agricultural agencies are notified to be watchful for any indicators of agro-terrorist activities.

Thursday, June 3, 2004

Employees at the XX Grain storage facility in \_\_\_\_\_, discover that locked doors to two storage elevators were found open when they reported to work today. Nothing appears to have been damaged. Fearing that employee error was to blame, nothing is reported to management and grain delivery operations continue.

Monday, June 7, 2004

The YY Grain storage facility in \_\_\_\_\_, report to the \_\_\_\_\_ police that locked doors to two storage elevators were found open when employees reported to work this a.m. Nothing appears to have been damaged, however, an empty 55-gallon plastic drum was discovered on top of the grain pile in one tower. The \_\_\_\_\_ police contact the \_\_\_\_\_ and \_\_\_\_\_. The empty drum is treated as evidence, recovered from the tower and sent to \_\_\_\_\_ for fingerprint and contents testing.

Terrorist-Stem Rust of Wheat Contamination (continued)

Wednesday, June 9, 2004

Test results from the empty drum reveal evidence of “S tem Rust of Wheat”.

### Terrorist-Unknown Agent Exposure in Courthouse

At approximately 10:00 a.m. on Wednesday morning, 911 receives a call from the local courthouse. A sheriff's bailiff reports that at 9:50 a.m. another bailiff noticed what appeared to be a white powdery substance coming out of the Heat/Air ducts. When he went to inspect the HVAC system he found two white males pouring a white powder from a glass jar into the air intake. Both suspects were wearing gas masks. When the bailiff ordered the suspects to put their hands up and face him, one of the suspects turned and fired a handgun at the bailiff, striking him in the right shoulder. The bailiff fell and the two suspects ran from the courthouse. The bailiff then called for help, and the courthouse was sealed. No one has been allowed in or out of the courthouse since the incident. EMS has been dispatched.

### Terrorist-Unknown Agent Exposure in Post Office

At 2:00 p.m. on Tuesday afternoon, 911 receives a call from the local Post Office. The caller reports that there has been an explosion in the mailroom that has resulted in minor injuries to approximately four workers. 911 sends two nearby patrol cars and two ambulances. The police officers arrive first and enter the building. During the first few minutes, they receive a briefing from the manager concerning what happened. The manager tells the officers that a loud explosion occurred in the parcel package section. The explosion scattered small debris in all directions, and it was this debris, along with flying glass, that caused the injuries to the postal workers. The two officers walk into the parcel package section to investigate. One of the officers sees a large broken piece of glass with a label attached to it and picks it up. The label reads "anthrax". The officers report this over the radio and ask for directions on what they should do.

### Tornado-City

The city of \_\_\_\_\_ is composed of 40,000 people and is located in the upper Chippewa basin. Due to the fertile soil in the region, farming is one of the main sources of income. There is one local CO-OP in the city and it is located in the industrial park, approximately one block from the Rapid River. The CO-OP received a semi load of fertilizers and seed yesterday to meet the demands of the upcoming growing season.

The Rapid River flows from the north to south and has experienced slow rise flooding in the recent past due to heavy rains. The river is currently within its banks.

At the south end of the city, is an Independent Living Complex, which includes, two buildings of assisted living units. Located to the east of the river, is a skilled nursing facility with 100-residents. Located to the west of the river are two Elementary Schools and the city water treatment plant.

At 1:45 p.m. on Wednesday April 30, the National Weather Service issued a Tornado warning for the city. At 1:55 p.m. a tornado strikes the city, uprooting trees, breaking limbs, and damaging private and public property. Traffic has come to a halt due to downed power lines, trees, and traffic signals. Most telephone lines are also out. Initial damage reports reveal approximately one half of the city streets are blocked. Some residents are trapped in cars and residences. There is an unconfirmed report that the skilled nursing home sustained damage.

You are receiving reports of a significant amount of dead fish floating in the river. You also receive a report that the CO-OP roof has been blown off and numerous fertilizer bags have been found in and near the river. Large propane tanks located at the CO-OP were also impacted, however the extent of the damage is unknown.

There is a 70% chance of rain for the next 24-hour period. Temperatures: High 65, low 42. Winds; Possible gusts up to 40 mph, average 10-20 mph for the next 72 hours.



### Tornado-Trailer Park

Heavy rains are falling as a fast moving thunderstorm system pushes through \_\_\_\_\_ County. A Tornado Watch is in effect for a five county region. At 2:15 p.m. a tornado touches down at the Hamilton Grove Trailer Park, destroying between 30 to 35 trailer homes and damaging 40-50 others. There are numerous fatalities and injuries, and many victims are trapped.

In addition, fires have broken out in a few locations, cars have been overturned, power and telephone lines are down, lines connecting trailer homes to propane tanks have been broken, and debris are scattered throughout the area. Many of the “walking wounded” are milling around the trailer park, lost and confused. Heavy rain continues to fall and additional thunderstorms are expected throughout the afternoon and evening.

### Questions

1. How will you go about rescuing a significant number of people scattered throughout the trailer park?
2. How will you go about treating a large number of injured persons simultaneously?
3. What will you do about the hazards created by the leaking propane cylinders and downed power lines?
4. What will be done to facilitate the movement of emergency vehicles through debris-clogged streets?
5. Who will coordinate the services of volunteers?
6. Where will emergency shelters be established?
7. Where will emergency personnel and volunteers take cover if another tornado should hit the same area?

## Tornado-Town

### April 1-1:30 p.m.

The area has been under a tornado watch since 1:15 p.m. Since that time a large storm system moving through this portion of the state has begun moving in a direction that is taking it over portions of \_\_\_\_county, including the Town of \_\_\_\_\_.

The gusting winds, heavy rain and hail accompanying the storm have put local emergency services on the alert for further developments. The weather spotter network has been activated. The County Emergency Government director has been advised of the situation and has asked the emergency services heads to assemble at the EOC.

### Phase 1

National Weather Service (NWS) and weather spotters have reported a tornado approaching the town. At approximately 1:35 p.m., police patrol reports that the tornado has struck a portion of the town leaving a path of destruction 440 yards wide and a mile long. The path of destruction covers the area north of \_\_\_\_\_Street, to \_\_\_\_\_ Street and east of \_\_\_\_\_ Street to \_\_\_\_\_ Street.

There is an unconfirmed report that the school has been hit: also reports that an undetermined number of students are trapped under the debris; while others are wandering around the stricken area. Also, on-scene police units report limited access into the damaged area due to large pieces of debris and nails littering the streets.

People are crowding the affected area; some are victims, others are sightseers, some are looters. Initial on-scene reports have determined that they hear the sound of something escaping under pressure, possibly natural gas lines were ruptured during the storm, no clear indication of their location has been received.

### Phase 2

You are the crew chief in the first arriving ambulance. Police reports indicate a large number of casualties have been located, however, a search by the Fire Department is ongoing and may reveal even more patients. A group of about twenty school age children are approaching your ambulance and it is evident that many of them are bleeding and have sustained some degree of trauma.

### Phase 3

Dispatch has notified the appropriate mutual aid units, utilities and response agencies and they are en-route. Bystanders and neighbors are approaching the scene. Several people have video cameras and appear to be filming the incident. As they move closer to the damaged buildings, many of them are coughing and complaining of an unusual odor in the air.

### Tornado-Town (continued)

After declaring the MCI (mass casualty incident), establishing contact with police and fire officers, you begin to estimate the number of patients. Your best estimate is that you will be dealing with \_\_\_\_ patients.

#### Phase 4

Word of the tornado touchdown has spread throughout the county. Calls are coming into the police and fire departments. Visitors and the media are crowding the shelter and the perimeter of the scene; both groups are growing increasingly concerned and demanding. News media is demanding to be allowed to film the incident. The hospitals are requesting an estimate on the amount and severity of patients, which they may expect to be transported to their emergency rooms.

#### Phase 5

The treatment officer has set up a treatment sector across the street from the \_\_\_\_\_, in the \_\_\_\_\_. The treatment officer has set out a large yellow and a large red tarp. There is also a smaller black tarp inside of \_\_\_\_\_ for the patients who were triaged into the black category. As the incident proceeds, you are able to obtain additional assistance from the firefighters at the scene for lifting and moving patients. The area is becoming quite congested as a number of bystanders are congregating near the treatment area in an attempt to locate friends and relatives.

## Wildfire-Rural

Following a ten-week period of drought, vegetation throughout \_\_\_\_\_ County is extremely dry. At 8:30 a.m. on this hot, sunny day, a power line snaps due to strong winds and falls to the ground, touching off a brush fire near County Highway \_\_\_\_\_. The fire, pushed by 30 mph winds, spreads rapidly through the dry grass, brush, and trees. By 10:00 a.m., acres are burning and local firefighting resources from the Towns of \_\_\_\_\_ and \_\_\_\_\_ are fully committed. The fire has now jumped County Highway \_\_\_\_\_ and is within a mile of a new housing development outside of the Town of \_\_\_\_\_. It appears likely that firefighters will not be able to stop the flames from reaching the homes.

To make matters worse, many of the 200 homes have wooden siding and/or wood shingle roofs. With schools closed for the summer, children are at their homes or playing in the neighborhood. The weather forecast for the remainder of the days calls for hot, sunny conditions with winds of 25-35 mph.

### Questions

1. Should an evacuation be ordered?
2. If so, how will the order be disseminated and carried out?
3. Where will evacuees be sent?
4. How will the public be notified of the shelter locations?
5. Who will operate the evacuation centers?
6. What firefighting forces and other resources can be called upon to assist local firefighters?
7. What agreements been worked out with nearby jurisdictions and the state for additional firefighting resources?
8. Should the homeowners be advised to hose down their roofs and combustibles in their yards prior to evacuation?
9. What steps can be taken to prevent citizens from entering the fire area?
10. Should the services of volunteers be recruited for constructing fire breaks?

## Supporting Websites

### Agroterrorism

Maxwell Air Force Library - <http://www.airpower.maxwell.af.mil/airchronicles/battle/chp10.html>

### Animals in Disaster

Reference Library - <http://oacu.od.nih.gov/disaster/>

### Bioterrorism

Bioterrorism Library - <http://bioterrorism.library.musc.edu/progen.html>

CDC-Bioterrorism Weapons- <http://www.bt.cdc.gov/>

Kingston General Hospital Infection Control Service- <http://www.path.queensu.ca/ic/bioterr.htm>

South Dakota Department of Health- <http://www.state.sd.us/doh/Pubs/bio.htm>

US Food and Drug Administration- <http://www.fda.gov/oc/opacom/hottopics/bioterrorism>

US National Disaster Medical System- <http://ndms.dhhs.gov/>

Veterinary Disaster Response- [http://www.avma.org/disaster/responseguide/responseguide\\_toc.asp](http://www.avma.org/disaster/responseguide/responseguide_toc.asp)

Plant Pathology- <http://plantpath.unl.edu>

Management of Biological Casualties-

<http://www.usamriid.army.mil/education/bluebook/mmbch4AdobePDFVer4-02.pdf>

### Center of Disease Control

CDC Website- <http://www.cdc.gov/>

### Emergency Plans

Federal Response Plan- <http://fema.gov/rrr/frpl>

Disaster Help- <https://disasterhelp.gov/portal/jhtml/index.jhtml>

Emergency Mgt Association of Texas- <http://www.emat-tx.org/>

### Federal Emergency Management Agency

FEMA Electronic Library - <http://www.fema.gov/library/femainfo.shtml>

### HAZMAT

Hazmat for Health Care -<http://hazmatforhealthcare.org>

National Response Team- <http://www.nrt.org/production/nrt/home.nsf>

### Homeland Security

Homeland Security Knowledgebase- <http://www.twotigersonline.com/resources.html>

### Mass Fatalities

National Mass Fatalities Institute- <http://www.nmfi.org>

### Natural Disasters

National Geophysical Data Center- <http://www.ngdc.noaa.gov/seg/hazard/hazards.shtml>

Disaster Finder (Resources on Disasters)-

<http://earthsciences.gsfc.nasa.gov/metadot/index.pl?iid=1979&isa=category&op=show>

U.S. Army Corps of Engineers Library - <http://images.usace.army.mil/>

### Nuclear, Biological and Chemical Weapons

Chemical & Biological Weapons Resource Page- <http://cns.miis.edu/research/cbw/agromain.htm>

Nuclear, Biological & Chemical Warfare- <http://www.nbc-links.com/index1.html>

The Merck Manual website- <http://www.merck.com>

Medical Chemical and Biological Defense website- <http://www.army.mil/chemdef.html>

U.S. Army Biological Chemical Command- <http://hid.sbcom.army.mil/index.htm>

## Supporting Websites (continued)

### First Responders

First Responder Library - <http://www.wmdfirstresponders.com/>

### Strategic National Stockpile

CDC-National Stockpile - <http://www.bt.cdc.gov/stockpile/index.asp>

### Terrorism

ERRI Counter-Terrorism Archive - <http://www.emergency.com/cntrterr.htm>

Intelligence Database - <http://www.fas.org/irp/threat/terror.htm>

Terrorism Research Center - <http://www.terrorism.com/>

Terrorist Database - <http://www.ict.org.il/>

Federation of American Scientists - <http://www.fas.org>

# Homeland Security Exercise Evaluation

## Tabletop Participant Feedback

Exercise Name: \_\_\_\_\_ Date: \_\_\_\_\_

Location of Exercise \_\_\_\_\_ County: \_\_\_\_\_

Participant Role :      \_\_\_ Player      \_\_\_ Observer      \_\_\_ Facilitator

Participant Name: \_\_\_\_\_ Title: \_\_\_\_\_

Agency: \_\_\_\_\_

### Part I—Recommendations and Action Steps

1. Based on discussions today and the issues identified, list the top three issues and/or areas which need improvement.

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2. Identify corrective steps that should be taken to address the issues identified above. For each corrective step, indicate if it is a high, medium, or low priority.

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3. Describe the corrective steps that should be taken in your agency. Who should be assigned responsibility for each action item?

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4. List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

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# Homeland Security Exercise Evaluation

## Tabletop Participant Feedback

## Part II—Exercise Design and Conduct

1. What is your assessment of the exercise design and conduct?

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with **1** indicating **strong disagreement** with the statement and **5** indicating **strong agreement**.

Assessment Factor	Rating of Satisfaction With Exercise				
	Strongly Agree			Strongly Disagree	
a. The exercise was well structured and organized.	1	2	3	4	5
b. The exercise scenario was plausible and realistic.	1	2	3	4	5
c. Multimedia aids helped the participants to understand and become engaged in the scenario.	1	2	3	4	5
d. Facilitator was knowledgeable, kept the exercise on target, and was sensitive to group dynamics.	1	2	3	4	5
e. Participation in the exercise was appropriate for someone in my position.	1	2	3	4	5
g. The participants included the right people in terms of level and mix of disciplines.	1	2	3	4	5
h. The exercise provided a good test of knowledge/skills obtained in WMD training courses. (If no training, check here: _____)	1	2	3	4	5
i. The WMD training course(s) enhanced my performance during the exercise. 1 2 3 4 5					

## 2. What changes would you make to improve this exercise?

[illegible]



Incident Critique		
Name (optional) Please identify your role in this incident, <input type="checkbox"/> Responder		Name of Incident  <input type="checkbox"/> Incident Command
		Date  <input type="checkbox"/> EOC Staff
FUNCTIONS	CORRECTIVE ACTION COMMENTS	
<b>1. Alert /Notification</b> - Response Personnel - Recovery Personnel - EOC Staff	<hr/> <hr/> <hr/> <hr/>	
<b>2. Communications</b> - Telephone - Radio - Amateur Radio - FAX - Computer	<hr/> <hr/> <hr/> <hr/>	
<b>3. Coordination/Control</b>  -Incident Command System	<hr/> <hr/> <hr/> <hr/>	
<b>EOC Operations</b> -Direction and Control -EOC Facility -Emergency Power -Inter-agency -  <b>Communications</b> -Message Handling	<hr/> <hr/> <hr/> <hr/>	
<b>Mutual Aid</b> - Personnel from Other Sites - Equipment from Other Sites	<hr/> <hr/> <hr/> <hr/>	

<b>Effectiveness of Coordination</b> - Officials - EOC Staff - Emergency Support Services - Other Response/Recovery Personnel	<hr/> <hr/> <hr/>
<b>4. Emergency Public Information</b> - Prior to the onset - During the Emergency - Immediate Post-emergency period - Joint Information Center - De-centralized PIO activities	<hr/> <hr/> <hr/>
<b>5. Damage Assessment</b> - Private Sector - Public Sector	<hr/> <hr/> <hr/>
<b>6. Health and Medical</b> - Emergency Medical Services - Environmental & Public Health - Mass Casualty - Medical Facilities - Radiological	<hr/> <hr/> <hr/>
<b>7. Individual Family Assistance, Effectiveness of Evacuation</b> - Facilities - Shelters - Evacuation Mgmt - Emergency Food/Water & Clothing	<hr/> <hr/> <hr/>

<p><b>8. Resource Management</b></p> <ul style="list-style-type: none"> <li>- Personnel familiar with EOP</li> <li>- Equipment availability</li> <li>- Succession of Leadership</li> <li>- Emergency Action Steps</li> <li>- Safeguarding of Essential Records</li> </ul>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>9. Warning</b></p> <ul style="list-style-type: none"> <li>- Warning from EOC or Command Center</li> <li>- Outdoor Siren</li> <li>- EBS</li> <li>- Radio/TV Stations</li> </ul>	<hr/> <hr/> <hr/>
<p><b>10. Effectiveness of Warning</b></p> <ul style="list-style-type: none"> <li>- The public</li> <li>- Special needs population</li> </ul>	<hr/> <hr/> <hr/>

<p><b>General Comments</b>  (Please include general comments concerning the incident, the debriefing, or the critique form)</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <p>Thank you for participating in this critique. Your comments and suggestions are important!</p>
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## Emergency Management Debriefing

Thank you for participating in this debriefing. We are here to determine what went well, what needs improvement, and how to make improvements. In order to do this more efficiently, please observe the following ground rules:

- \_ Allow one person to speak at a time
- \_ Use the critique form to record your comments and observations
- \_ Ask for more paper as needed
- \_ If you are not comfortable in voicing your concerns, please use the critique form
- \_ Do not assign blame; note deficiencies in the form of corrective action comments
- \_ Whenever possible, use the following format to report or write out your corrective action comments;

*Corrective action comments should consist of the following:*

- \_a brief description of the deficiency or shortcoming
- \_a recommendation for improvement
- \_a person or agency to facilitate the improvement

### HINT

When making recommendations, please address improvements in these areas:

Planning,

Training,  
Personnel,  
Equipment, or  
Facilities